

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## NASHVILLE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT &

EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

October 29, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4128–0028  
Register By: 10/12/04 Cancellation Deadline: 10/21/04  
Selection Verification Date: 10/15/04 Cost: \$85.00  
The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

November 30, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4128–0036  
Register By: 11/13/04 Cancellation Deadline: 11/22/04  
Selection Verification Date: 11/16/04 Cost: \$85.00

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

January 18, 2005 8:30–12:30  
Audience: Any Employee  
Course Number: 4128–0038  
Register By: 1/5/05 Cancellation Deadline: 1/10/05  
Selection Verification Date: 1/4/05 Cost: \$85.00

### ADVANCED LIFESTYLE PLANNING

October 18, 2004 8:30–4:00  
Audience: Vested Employees  
Course Number: 4116–0135  
Register By: 10/1/04 Cancellation Deadline: 10/12/04  
Selection Verification Date: 10/4/04 Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### ADVANCED LIFESTYLE PLANNING

November 15, 2004 8:30–4:00  
Audience: Vested Employees  
Course Number: 4116–0144  
Register By: 10/29/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/1/04 Cost: \$89.00

### ADVANCED LIFESTYLE PLANNING

December 8, 2004 8:30–4:00  
Audience: Vested Employees  
Course Number: 4116–0148  
Register By: 11/18/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/24/04 Cost: \$89.00

### ADVANCED LIFESTYLE PLANNING

January 31, 2005 8:30–4:00  
Audience: Vested Employees  
Course Number: 4116–0150  
Register By: 1/14/05 Cancellation Deadline: 1/25/05  
Selection Verification Date: 1/17/05 Cost: \$89.00

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

October 8, 2004 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0076  
Register By: 9/21/04 Cancellation Deadline: 9/30/04  
Selection Verification Date: 9/24/04 Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

October 29, 2004 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0077  
Register By: 10/12/04 Cancellation Deadline: 10/21/04  
Selection Verification Date: 10/15/04 Cost: \$80.00

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## AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

November 3, 2004 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0095  
Register By: 10/14/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/20/04 Cost: \$80.00

## AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

December 10, 2004 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0100  
Register By: 11/23/04 Cancellation Deadline: 12/2/04  
Selection Verification Date: 11/26/04 Cost: \$80.00

## AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

January 10, 2005 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0102  
Register By: 12/24/04 Cancellation Deadline: 1/4/05  
Selection Verification Date: 12/27/04 Cost: \$80.00

## AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

January 27, 2005 8:30–4:00  
Audience: Managers & Supervisors  
Course Number: 3075–0104  
Register By: 1/10/05 Cancellation Deadline: 1/18/05  
Selection Verification Date: 1/13/05 Cost: \$80.00

## BEGINNING LIFESTYLE PLANNING

November 3, 2004 8:30–4:00  
Audience: Employees new to the workforce  
Course Number: 4115–0102  
Register By: 10/14/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/20/04 Cost: \$89.00  
This course is designed for employees new to the workforce or who are just starting out. This course will provide the knowledge needed to identify personal & financial goals and to construct a personalized action plan to begin the process of achieving those goals.

## BEGINNING LIFESTYLE PLANNING

January 21, 2005 8:30–4:00  
Audience: Employees new to the workforce  
Course Number: 4115–0103  
Register By: 1/4/05 Cancellation Deadline: 1/13/05  
Selection Verification Date: 1/7/05 Cost: \$89.00

## BRIDGES

November 30, 2004 8:30–4:00  
Audience: Managers  
Course Number: 3059–0072  
Register By: 11/13/04 Cancellation Deadline: 11/22/04  
Selection Verification Date: 11/16/04 Cost: \$90.00  
This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.

## CHOICES

November 24, 2004 8:30–4:00  
Audience: Supervisory  
Course Number: 2018–0302  
Register By: 11/4/04 Cancellation Deadline: 11/16/04  
Selection Verification Date: 11/10/04 Cost: \$95.00  
This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

## COACHING FOR MANAGERS

October 19–20, 2004 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0320  
Register By: 10/2/04 Cancellation Deadline: 10/11/04  
Selection Verification Date: 10/5/04 Cost: \$0.00  
Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

## COACHING FOR MANAGERS

November 4–5, 2004 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0325  
Register By: 10/18/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/21/04 Cost: \$0.00

## COACHING FOR MANAGERS

December 14–15, 2004 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0328  
Register By: 11/27/04 Cancellation Deadline: 12/6/04  
Selection Verification Date: 11/30/04 Cost: \$0.00

## COACHING FOR MANAGERS

January 25–26, 2005 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0331  
Register By: 1/8/05 Cancellation Deadline: 1/17/05  
Selection Verification Date: 1/11/05 Cost: \$0.00

## DEALING WITH DIFFICULT PEOPLE

October 28, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0316  
Register By: 10/11/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/14/04 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

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## DEALING WITH DIFFICULT PEOPLE

November 17, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0323  
Register By: 10/28/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/3/04 Cost: \$89.00

## DEALING WITH DIFFICULT PEOPLE

December 13, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0325  
Register By: 11/26/04 Cancellation Deadline: 12/7/04  
Selection Verification Date: 11/29/04 Cost: \$89.00

## DEALING WITH DIFFICULT PEOPLE

January 21, 2005 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0326  
Register By: 1/4/05 Cancellation Deadline: 1/13/05  
Selection Verification Date: 1/7/05 Cost: \$89.00

## DIVERSITY: THE WINNING BALANCE

October 18, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 5001–0176  
Register By: 10/1/04 Cancellation Deadline: 10/12/04  
Selection Verification Date: 10/4/04 Cost: \$85.00  
This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity—on a very personal level.

## DIVERSITY: THE WINNING BALANCE

December 1, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 5001–0181  
Register By: 11/11/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/17/04 Cost: \$85.00

## DIVERSITY: THE WINNING BALANCE

January 24, 2005 8:30–4:00  
Audience: Any Employee  
Course Number: 5001–0182  
Register By: 1/7/05 Cancellation Deadline: 1/18/05  
Selection Verification Date: 1/10/05 Cost: \$85.00

## EFFECTIVE TRAINING TECHNIQUES

November 1, 2004 8:30–4:00  
Audience: Anyone who trains in a formal setting  
Course Number: 4110–0094  
Register By: 10/15/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/18/04 Cost: \$95.00  
A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

## EFFECTIVE TRAINING TECHNIQUES

December 13, 2004 8:30–4:00  
Audience: Anyone who trains in a formal setting  
Course Number: 4110–0095  
Register By: 11/26/04 Cancellation Deadline: 12/7/04  
Selection Verification Date: 11/29/04 Cost: \$95.00

## EFFECTIVE TRAINING TECHNIQUES

January 31, 2005 8:30–4:00  
Audience: Anyone who trains in a formal setting  
Course Number: 4110–0097  
Register By: 1/14/05 Cancellation Deadline: 1/25/05  
Selection Verification Date: 1/17/05 Cost: \$95.00

## ENGLISH REVIEW PART I

November 29 - December 3, 2004 8:30–12:30 each day  
Audience: Any Employee  
Course Number: 1003–0150  
Register By: 11/12/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/15/04 Cost: \$265.00  
With advancing technology, employees are assuming more responsibility for grammatically correct business correspondence. This course will prepare the employee for today's business world.

## ENGLISH REVIEW, PART II

January 24–28, 2005 8:30–12:30 each day  
Audience: Any Employee  
Course Number: 1015–0099  
Register By: 1/7/05 Cancellation Deadline: 1/18/05  
Selection Verification Date: 1/10/05 Cost: \$265.00  
Building on the material covered in English Review Part I, participants in this program will have the opportunity to improve their ability to construct easily understood and grammatically correct sentences with proper spelling and punctuation.

## FILING SYSTEMS AND MANAGEMENT

October 13–15, 2004 8:30–4:00 each day  
Audience: Anyone desiring to understand basic principles of filing  
Course Number: 1034–0038  
Register By: 9/23/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/29/04 Cost: \$265.00  
This course offers an opportunity to learn basic principles and procedures of files and file systems. Participants will learn several methods of storing and retrieving files, and how to create an appropriate filing system for their office.

## FILING SYSTEMS AND MANAGEMENT

January 12–13, 2005 8:30–4:00 each day  
Audience: Anyone desiring to understand basic principles of filing  
Course Number: 1034–0039  
Register By: 12/23/04 Cancellation Deadline: 1/4/05  
Selection Verification Date: 12/29/04 Cost: \$265.00

## INTERVIEWING TECHNIQUES

October 27–28, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0162  
Register By: 10/7/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/13/04 Cost: \$150.00  
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

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## INTERVIEWING TECHNIQUES

November 17-18, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0166  
Register By: 10/28/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/3/04 Cost: \$150.00

## INTERVIEWING TECHNIQUES

December 6-7, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0167  
Register By: 11/19/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/22/04 Cost: \$150.00

## INTERVIEWING TECHNIQUES

January 18-19, 2005 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0170  
Register By: 1/1/05 Cancellation Deadline: 1/10/05  
Selection Verification Date: 1/4/05 Cost: \$150.00

## MAKING EFFECTIVE PRESENTATIONS

November 2-3, 2004 2<sup>nd</sup> (8:30–12:30), 3<sup>rd</sup> (8:30–4:00)  
Audience: Anyone making formal presentations  
Course Number: 4102–0123  
Register By: 10/16/04 Cancellation Deadline: 10/25/04  
Selection Verification Date: 10/19/04 Cost: \$125.00  
It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

## MAKING EFFECTIVE PRESENTATIONS

December 2-3, 2004 2<sup>nd</sup> (8:30–12:30), 3<sup>rd</sup> (8:30–4:00)  
Audience: Anyone making formal presentations  
Course Number: 4102–0121  
Register By: 11/15/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/18/04 Cost: \$125.00

## NUMBER SKILLS

December 6-7, 2004 8:30–2:30 each day  
Audience: Employees whose work requires remembering, transferring, recording or checking numbers.  
Course Number: 1005–0155  
Register By: 11/19/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/22/04 Cost: \$195.00  
A unique approach to number handling. Training employees in the process of seeing, remembering and transferring numbers quickly and correctly. This course is designed for people who keypunch, type or hand write number patterns: establishing a uniform pattern by which to remember numbers, and using whatever patterns are already built into a number.

## ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

November 22-23, 2004 22<sup>nd</sup> (8:30–4:00) 23<sup>rd</sup> (8:30–11:30)  
Audience: Managers  
Course Number: 3068–0376  
Register By: 11/5/04 Cancellation Deadline: 11/16/04  
Selection Verification Date: 11/8/04 Cost: \$0.00  
Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:

- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

## ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

January 12-13, 2005 12<sup>th</sup> (8:30–4:00) 13<sup>th</sup> (8:30–11:30)  
Audience: Managers  
Course Number: 3068–0377  
Register By: 12/23/04 Cancellation Deadline: 1/4/05  
Selection Verification Date: 12/29/04 Cost: \$0.00

## ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

October 25-26, 2004 25<sup>th</sup> (8:30–4:00) 26<sup>th</sup> (8:30–11:30)  
Audience: Supervisors  
Course Number: 2035–0742  
Register By: 10/8/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/11/04 Cost: \$0.00  
Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

## ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

November 17-18, 2004 17<sup>th</sup> (8:30–4:00) 18<sup>th</sup> (8:30–11:30)  
Audience: Supervisors  
Course Number: 2035–0753  
Register By: 10/28/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/3/04 Cost: \$0.00

## ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

December 8-9, 2004 8<sup>th</sup> (8:30–4:00) 9<sup>th</sup> (8:30–11:30)  
Audience: Supervisors  
Course Number: 2035–0754  
Register By: 11/18/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/24/04 Cost: \$0.00



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## PLAIN LANGUAGE WRITING

October 5, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4123–0059  
Register By: 9/18/04 Cancellation Deadline: 9/27/04  
Selection Verification Date: 9/21/04 Cost: \$130.00  
The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

## PLAIN LANGUAGE WRITING

December 8, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4123–0062  
Register By: 11/18/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/24/04 Cost: \$130.00

## PREVENTING WORK PLACE VIOLENCE

December 3, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5033–0065  
Register By: 11/16/04 Cancellation Deadline: 11/25/04  
Selection Verification Date: 11/19/04 Cost: \$50.00  
Each employee will explore methods that will enable the identification and audit of current vulnerability levels of workplace violence factors in their specific work areas. Appropriate preventative actions will be identified that will assist in maintaining a safe workplace.

## PROJECT MANAGEMENT

October 4-5, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 4127–0024  
Register By: 9/17/04 Cancellation Deadline: 9/28/04  
Selection Verification Date: 9/20/04 Cost: \$272.00  
Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

*Project Management* provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

## PROJECT MANAGEMENT

November 15-16, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 4127–0030  
Register By: 10/29/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/1/04 Cost: \$272.00

## PROJECT MANAGEMENT

January 20-21, 2005 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 4127–0031  
Register By: 1/3/05 Cancellation Deadline: 1/11/05  
Selection Verification Date: 1/6/05 Cost: \$272.00

## PROOFAMATICS

November 1-2, 2004 8:30–12:30 each day  
Audience: Employees who write, type or keyboard  
Course Number: 4015–0200  
Register By: 10/15/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/18/04 Cost: \$215.00  
*Proofamatics* strengthens proofreading skills in two ways. First, physically, by developing the eye's ability to locate specific elements in a text. Second, cognitively, by providing practice in language skills. Through video exercises and audio cassettes, participants learn to use their eyes more effectively. They are taught scanning techniques that improve their visual awareness of errors while reducing eye fatigue.

## PUT IT IN WRITING

October 14-15, 2004 8:30–12:30 each day  
Audience: Employees whose jobs require writing non-routine reports and letters.  
Course Number: 4057–0144  
Register By: 9/27/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/30/04 Cost: \$130.00  
Participants in this course will learn to write letters and reports based on the reader's needs. The course stresses three goals: clarity, speed and image. By the time the course is over, participants should be able to write more clearly – so clearly the reader cannot possibly misunderstand the message. Participants should also be able to write faster without wasting time over false starts and rewrites. Participants are asked to bring samples of their writing to class with them.

## RESPECT VS. HARASSMENT

October 4, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 5020–0074  
Register By: 9/17/04 Cancellation Deadline: 9/28/04  
Selection Verification Date: 9/20/04 Cost: \$85.00  
Workplace harassment is a confusing issue. During this program that confusion is cleared up and questions answered by providing information on how to recognize, resolve and prevent blatant and subtle disrespectful and various forms of harassing behaviors.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

October 11, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1849  
Register By: 9/24/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/27/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

October 27, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1850  
Register By: 10/7/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/13/04 Cost: \$55.00

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## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

November 16, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1912  
Register By: 10/30/04 Cancellation Deadline: 11/8/04  
Selection Verification Date: 11/2/04 Cost: \$55.00

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

November 29, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1913  
Register By: 11/12/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/15/04 Cost: \$55.00

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

December 14, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1916  
Register By: 11/27/04 Cancellation Deadline: 12/6/04  
Selection Verification Date: 11/30/04 Cost: \$55.00

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

January 14, 2005 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1919  
Register By: 12/28/04 Cancellation Deadline: 1/6/05  
Selection Verification Date: 12/31/04 Cost: \$55.00

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

January 24, 2005 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1918  
Register By: 1/7/05 Cancellation Deadline: 1/18/05  
Selection Verification Date: 1/10/05 Cost: \$55.00

## SPEAK UP ON TV

October 13, 2004 8:30–4:00  
Audience: Employees who represent their  
Agency and the State to the mass media  
Course Number: 4034–0118  
Register By: 9/23/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/29/04 Cost: \$200.00  
This program offers a unique opportunity to communicate a positive image of State Government to the public by providing participants an opportunity to learn basic on-camera techniques, analyze interviews and practice short on-camera interviews.

## SPEAK UP ON TV

December 2, 2004 8:30–4:00  
Audience: Employees who represent their  
Agency and the State to the mass media  
Course Number: 4034–0119  
Register By: 11/15/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/18/04 Cost: \$200.00

## STRATEGIES FOR STRESS MANAGEMENT

October 8, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4037–0299  
Register By: 9/21/04 Cancellation Deadline: 9/30/04  
Selection Verification Date: 9/24/04 Cost: \$77.00  
Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

## STRATEGIES FOR STRESS MANAGEMENT

January 11, 2005 8:30–4:00  
Audience: Any Employee  
Course Number: 4037–0304  
Register By: 12/25/04 Cancellation Deadline: 1/3/05  
Selection Verification Date: 12/28/04 Cost: \$77.00

## TAKING TIME FOR MAKING TIME

October 1, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0036  
Register By: 9/14/04 Cancellation Deadline: 9/23/04  
Selection Verification Date: 9/17/04 Cost: \$145.00  
Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

*Taking Time For Making Time* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

## TAKING TIME FOR MAKING TIME

December 8, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0044  
Register By: 11/18/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/24/04 Cost: \$145.00

## The Untapped Resource: ADA & You

November 19, 2004 8:30–4:00  
Audience: Those who make employment  
& training decisions  
Course Number: 3067–0095  
Register By: 11/2/04 Cancellation Deadline: 11/11/04  
Selection Verification Date: 11/5/04 Cost: \$110.00  
This program was designed with the goals of explaining the legal aspects and structure of the Act along with its impact on state government. Another keen focus of the program is how to conduct interviews and make employment decisions in accordance with the ADA.

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## WEST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

## JACKSON

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

October 18, 2004

8:30–12:30

Audience:

Any Employee

Course Number:

4128–0033

Register By: 10/1/04

Cancellation Deadline: 10/12/04

Selection Verification Date: 10/4/04

Cost: \$85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### ADVANCED LIFESTYLE PLANNING

October 29, 2004

8:30–4:00

Audience:

Vested Employees

Course Number:

4116–0140

Register By: 10/12/04

Cancellation Deadline: 10/21/04

Selection Verification Date: 10/15/04

Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

October 14, 2004

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0084

Register By: 9/27/04

Cancellation Deadline: 10/5/04

Selection Verification Date: 9/30/04

Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

December 2, 2004

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0099

Register By: 11/15/04

Cancellation Deadline: 11/23/04

Selection Verification Date: 11/18/04

Cost: \$80.00

### CHOICES

October 15, 2004

8:30–4:00

Audience:

Supervisory

Course Number:

2018–0300

Register By: 9/28/04

Cancellation Deadline: 10/7/04

Selection Verification Date: 10/1/04

Cost: \$95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

# COURSE

# ANNOUNCEMENT

OCTOBER 2004  
– JANUARY 2005

JACKSON

## COACHING FOR MANAGERS

January 13-14, 2005 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0329  
Register By: 12/27/04 Cancellation Deadline: 1/4/05  
Selection Verification Date: 12/30/04 Cost: \$0.00  
Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

## DEALING WITH DIFFICULT PEOPLE

October 11, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0320  
Register By: 9/24/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/27/04 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

## EFFECTIVE TRAINING TECHNIQUES

January 25, 2005 8:30–4:00  
Audience: Anyone who trains in a formal setting  
Course Number: 4110–0096  
Register By: 1/8/05 Cancellation Deadline: 1/17/05  
Selection Verification Date: 1/11/05 Cost: \$95.00  
A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

## INTERVIEWING TECHNIQUES

December 16-17, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0168  
Register By: 11/29/04 Cancellation Deadline: 12/7/04  
Selection Verification Date: 12/2/04 Cost: \$150.00  
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

## ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

December 9-10, 2004 9<sup>th</sup> (8:30–4:00) 10<sup>th</sup> (8:30–11:30)  
Audience: Supervisors  
Course Number: 2035–0755  
Register By: 11/22/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/25/04 Cost: \$0.00  
Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

## PREVENTING WORK PLACE VIOLENCE

December 10, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5033–0066  
Register By: 11/23/04 Cancellation Deadline: 12/2/04  
Selection Verification Date: 11/26/04 Cost: \$50.00  
Each employee will explore methods that will enable the identification and audit of current vulnerability levels of workplace violence factors in their specific work areas. Appropriate preventative actions will be identified that will assist in maintaining a safe workplace.

## PROJECT MANAGEMENT

November 1-2, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 4127–0029  
Register By: 10/15/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/18/04 Cost: \$272.00  
Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

*Project Management* provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

October 1, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1856  
Register By: 9/14/04 Cancellation Deadline: 9/23/04  
Selection Verification Date: 9/17/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.



# COURSE

# A N N O U N C E M E N T

OCTOBER 2004  
– JANUARY 2005

JACKSON

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

January 11, 2005 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1917  
Register By: 12/25/04 Cancellation Deadline: 1/3/05  
Selection Verification Date: 12/28/04 Cost: \$55.00

## TAKING TIME FOR MAKING TIME

October 18, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0042  
Register By: 10/1/04 Cancellation Deadline: 10/12/04  
Selection Verification Date: 10/4/04 Cost : \$145.00  
Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

*Introduction to Time Management* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## WEST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

## MEMPHIS

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

December 1, 2004

8:30–12:30

Audience:

Any Employee

Course Number:

4128–0037

Register By: 11/11/04 Cancellation Deadline: 11/23/04

Selection Verification Date: 11/17/04 Cost: \$85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### ADVANCED LIFESTYLE PLANNING

November 24, 2004

8:30–4:00

Audience:

Vested Employees

Course Number:

4116–0145

Register By: 11/4/04 Cancellation Deadline: 11/16/04

Selection Verification Date: 11/10/04 Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

November 19, 2004

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0096

Register By: 11/2/04 Cancellation Deadline: 11/11/04

Selection Verification Date: 11/5/04 Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

January 31, 2005

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0105

Register By: 1/14/05 Cancellation Deadline: 1/25/05

Selection Verification Date: 1/17/05 Cost: \$80.00

### COACHING FOR MANAGERS

November 22–23, 2004

8:30–4:00 each day

Audience:

Managers

Course Number:

3069–0326

Register By: 11/5/04 Cancellation Deadline: 11/16/04

Selection Verification Date: 11/8/04 Cost: \$0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

# COURSE

## ANNOUNCEMENT

OCTOBER 2004  
– JANUARY 2005

MEMPHIS

### DEALING WITH DIFFICULT PEOPLE

November 4, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0321  
Register By: 10/18/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/21/04 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

### MAKING EFFECTIVE PRESENTATIONS

January 11–12, 2005 11<sup>th</sup> (8:30–12:30), 12<sup>th</sup> (8:30–4:00)  
Audience: Anyone making formal presentations  
Course Number: 4102–0122  
Register By: 12/25/04 Cancellation Deadline: 1/3/05  
Selection Verification Date: 12/28/04 Cost: \$125.00  
It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

### ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

January 27–28, 2005 27<sup>th</sup> (8:30–4:00) 28<sup>th</sup> (8:30–11:30)  
Audience: Managers  
Course Number: 3068–0378  
Register By: 1/10/05 Cancellation Deadline: 1/18/05  
Selection Verification Date: 1/13/05 Cost: \$0.00  
Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.  
Managers attending this course will learn and understand:

- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

### PROJECT MANAGEMENT

October 12–13, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 4127–0027  
Register By: 9/25/04 Cancellation Deadline: 10/4/04  
Selection Verification Date: 9/28/04 Cost: \$272.00  
Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

*Project Management* provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

### SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

November 5, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1911  
Register By: 10/19/04 Cancellation Deadline: 10/28/04  
Selection Verification Date: 10/22/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.

### STRATEGIES FOR STRESS MANAGEMENT

October 11, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4037–0303  
Register By: 9/24/04 Cancellation Deadline: 10/5/04  
Selection Verification Date: 9/27/04 Cost: \$77.00  
Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

### TAKING TIME FOR MAKING TIME

December 15, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0045  
Register By: 11/25/04 Cancellation Deadline: 12/7/04  
Selection Verification Date: 12/1/04 Cost: \$145.00  
Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

*Taking Time For Making Time* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

## CHATTANOOGA

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

November 4, 2004 8:30–12:30

Audience: Any Employee

Course Number: 4128–0034

Register By: 10/18/04 Cancellation Deadline: 10/26/04

Selection Verification Date: 10/21/04 Cost: \$85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### ADVANCED LIFESTYLE PLANNING

November 3, 2004 8:30–4:00

Audience: Vested Employees

Course Number: 4116–0143

Register By: 10/14/04 Cancellation Deadline: 10/26/04

Selection Verification Date: 10/20/04 Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### ADVANCED LIFESTYLE PLANNING

January 26, 2005 8:30–4:00

Audience: Vested Employees

Course Number: 4116–0149

Register By: 1/6/05 Cancellation Deadline: 1/18/05

Selection Verification Date: 1/12/05 Cost: \$89.00

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

October 21, 2004 8:30–4:00

Audience: Managers & Supervisors

Course Number: 3075–0079

Register By: 10/4/04 Cancellation Deadline: 10/12/04

Selection Verification Date: 10/7/04 Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

December 14, 2004 8:30–4:00

Audience: Managers & Supervisors

Course Number: 3075–0101

Register By: 11/27/04 Cancellation Deadline: 12/6/04

Selection Verification Date: 11/30/04 Cost: \$80.00

### CHOICES

January 18, 2005 8:30–4:00

Audience: Supervisory

Course Number: 2018–0301

Register By: 1/1/05 Cancellation Deadline: 1/10/05

Selection Verification Date: 1/4/05 Cost: \$95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.



# COURSE

# A N N O U N C E M E N T

OCTOBER 2004  
– JANUARY 2005

CHATTANOOGA

## COACHING FOR MANAGERS

December 6-7, 2004 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0327  
Register By: 11/19/04 Cancellation Deadline: 11/30/04  
Selection Verification Date: 11/22/04 Cost: \$0.00  
Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

## DEALING WITH DIFFICULT PEOPLE

January 28, 2005 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0327  
Register By: 1/11/05 Cancellation Deadline: 1/20/05  
Selection Verification Date: 1/14/05 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

## EFFECTIVE TRAINING TECHNIQUES

January 12, 2005 8:30–4:00  
Audience: Anyone who trains in a formal setting  
Course Number: 4110–0098  
Register By: 12/23/04 Cancellation Deadline: 1/4/05  
Selection Verification Date: 12/29/04 Cost: \$95.00  
A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

## INTERVIEWING TECHNIQUES

October 21–22, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0163  
Register By: 10/4/04 Cancellation Deadline: 10/12/04  
Selection Verification Date: 10/7/04 Cost: \$150.00  
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

## ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

November 15-16, 2004 15<sup>th</sup> (8:30–4:00) 16<sup>th</sup> (8:30–11:30)  
Audience: Managers  
Course Number: 3068–0375  
Register By: 10/29/04 Cancellation Deadline: 11/9/04  
Selection Verification Date: 11/1/04 Cost: \$0.00  
Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:

- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

December 3, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1914  
Register By: 11/16/04 Cancellation Deadline: 11/25/04  
Selection Verification Date: 11/19/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.

## TAKING TIME FOR MAKING TIME

October 27, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0037  
Register By: 10/7/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/13/04 Cost: \$145.00  
Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And, then, of course, we feel guilty for missing the event and resolve to do better next time. But good time management skills can be learned.

*Taking Time For Making Time* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

## JOHNSON CITY

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

October 13, 2004 8:30–12:30

Audience: Any Employee

Course Number: 4128–0031

Register By: 9/23/04 Cancellation Deadline: 10/5/04

Selection Verification Date: 9/29/04 Cost: \$85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### ADVANCED LIFESTYLE PLANNING

October 21, 2004 8:30–4:00

Audience: Vested Employees

Course Number: 4116–0138

Register By: 10/4/04 Cancellation Deadline: 10/12/04

Selection Verification Date: 10/7/04 Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### ADVANCED LIFESTYLE PLANNING

December 1, 2004 8:30–4:00

Audience: Vested Employees

Course Number: 4116–0147

Register By: 11/11/04 Cancellation Deadline: 11/23/04

Selection Verification Date: 11/17/04 Cost: \$89.00

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

November 29, 2004 8:30–4:00

Audience: Managers & Supervisors

Course Number: 3075–0097

Register By: 11/12/04 Cancellation Deadline: 11/23/04

Selection Verification Date: 11/15/04 Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### COACHING FOR MANAGERS

January 19–20, 2005 8:30–4:00 each day

Audience: Managers

Course Number: 3069–0330

Register By: 12/30/04 Cancellation Deadline: 1/11/05

Selection Verification Date: 1/5/05 Cost: \$0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

# COURSE

# ANNOUNCEMENT

OCTOBER 2004  
– JANUARY 2005

JOHNSON CITY

## DEALING WITH DIFFICULT PEOPLE

November 16, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0322  
Register By: 10/30/04 Cancellation Deadline: 11/8/04  
Selection Verification Date: 11/2/04 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

## INTERVIEWING TECHNIQUES

January 11–12, 2005 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0169  
Register By: 12/25/04 Cancellation Deadline: 1/3/05  
Selection Verification Date: 12/28/04 Cost: \$150.00  
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

## PLAIN LANGUAGE WRITING

October 22, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4123–0061  
Register By: 10/5/04 Cancellation Deadline: 10/14/04  
Selection Verification Date: 10/8/04 Cost: \$130.00  
The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

October 12, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1853  
Register By: 9/25/04 Cancellation Deadline: 10/4/04  
Selection Verification Date: 9/28/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.

## TAKING TIME FOR MAKING TIME

November 22, 2004 8:30–12:30  
Audience: Any Employee  
Course Number: 4126–0043  
Register By: 11/5/04 Cancellation Deadline: 11/16/04  
Selection Verification Date: 11/8/04 Cost: \$145.00  
Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And, then, of course, we feel guilty for missing the event and resolve to do better next time. But good time management skills can be learned.

*Taking Time For Making Time* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

# TRAINING ANNOUNCEMENT

OCTOBER 2004 – JANUARY 2005

## EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

## KNOXVILLE

### 3 T's OF COMMUNICATION—TOOLS, TECHNIQUES & TIPS

November 24, 2004

8:30–12:30

Audience:

Any Employee

Course Number:

4128–0035

Register By: 11/4/04

Cancellation Deadline: 11/16/04

Selection Verification Date: 11/10/04

Cost: \$85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that “sending” a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is “right”? Which is “best”? How will you know which to use and how best to use it?

*The 3 T's of Communication* is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

### ADVANCED LIFESTYLE PLANNING

November 29, 2004

8:30–4:00

Audience:

Vested Employees

Course Number:

4116–0146

Register By: 11/12/04

Cancellation Deadline: 11/23/04

Selection Verification Date: 11/15/04

Cost: \$89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

November 30, 2004

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0098

Register By: 11/13/04

Cancellation Deadline: 11/22/04

Selection Verification Date: 11/16/04

Cost: \$80.00

This program provides managers with the framework to create and maintain a professional work environment that is free of Sexual Harassment. Participants will explore what Sexual Harassment is from a behavioral standpoint and why it should be prevented. They will discuss how to create an environment where all employees are able to stay focused and contribute. Participants will plan their role in preventing Sexual Harassment in their organizations and prepare themselves to take immediate and appropriate action to stop occurrences of Sexual Harassment. This program is designed to involve participants in assessing situations, and planning appropriate strategies that reinforce the management skills required in complex and sensitive situations which can occur in the work environment.

### AVOIDING THE PITFALLS OF SEXUAL HARASSMENT – A MANAGER'S GUIDE

January 14, 2005

8:30–4:00

Audience:

Managers & Supervisors

Course Number:

3075–0103

Register By: 12/28/04

Cancellation Deadline: 1/6/05

Selection Verification Date: 12/31/04

Cost: \$80.00

### BRIDGES

November 29, 2004

8:30–4:00

Audience:

Managers

Course Number:

3059–0071

Register By: 11/12/04

Cancellation Deadline: 11/23/04

Selection Verification Date: 11/15/04

Cost: \$90.00

This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.



# COURSE

# A N N O U N C E M E N T

OCTOBER 2004  
– JANUARY 2005

KNOXVILLE

## COACHING FOR MANAGERS

October 6–7, 2004 8:30–4:00 each day  
Audience: Managers  
Course Number: 3069–0322  
Register By: 9/16/04 Cancellation Deadline: 9/28/04  
Selection Verification Date: 9/22/04 Cost: \$0.00  
Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

## DEALING WITH DIFFICULT PEOPLE

December 7, 2004 8:30–4:00  
Audience: Non-Supervisory  
Course Number: 1023–0324  
Register By: 11/20/04 Cancellation Deadline: 11/29/04  
Selection Verification Date: 11/23/04 Cost: \$89.00  
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

## DIVERSITY: THE WINNING BALANCE

November 19, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 5001–0180  
Register By: 11/7/04 Cancellation Deadline: 11/11/04  
Selection Verification Date: 11/5/04 Cost: \$85.00  
This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity—on a very personal level.

## INTERVIEWING TECHNIQUES

October 27–28, 2004 8:30–4:00 each day  
Audience: Supervisory  
Course Number: 3027–0164  
Register By: 10/7/04 Cancellation Deadline: 10/19/04  
Selection Verification Date: 10/13/04 Cost: \$150.00  
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* and Selection provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

## MAKING EFFECTIVE PRESENTATIONS

December 1–2, 2004 1<sup>st</sup> (8:30–12:30), 2<sup>nd</sup> (8:30–4:00)  
Audience: Anyone making formal presentations  
Course Number: 4102–0120  
Register By: 11/11/04 Cancellation Deadline: 11/23/04  
Selection Verification Date: 11/17/04 Cost: \$125.00  
It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

## ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

November 1–2, 2004 1<sup>st</sup> (8:30–4:00) 2<sup>nd</sup> (8:30–11:30)  
Audience: Supervisors  
Course Number: 2035–0752  
Register By: 10/15/04 Cancellation Deadline: 10/26/04  
Selection Verification Date: 10/18/04 Cost: \$0.00  
Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

## PREVENTING WORK PLACE VIOLENCE

October 1, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5033–0063  
Register By: 9/14/04 Cancellation Deadline: 9/23/04  
Selection Verification Date: 9/17/04 Cost: \$50.00  
Each employee will explore methods that will enable the identification and audit of current vulnerability levels of work-place violence factors in their specific work areas. Appropriate preventative actions will be identified that will assist in maintaining a safe workplace.

## SEXUAL HARASSMENT PREVENTION IN THE WORK PLACE

December 13, 2004 8:30–12:30  
Audience: Non-Supervisory  
Course Number: 5018–1915  
Register By: 11/26/04 Cancellation Deadline: 12/7/04  
Selection Verification Date: 11/29/04 Cost: \$55.00  
Employees are sometimes in the best position to stop sexual harassment before it gets serious. This program provides the skills needed to identify sexual harassment and stop it.

## STRATEGIES FOR STRESS MANAGEMENT

October 26, 2004 8:30–4:00  
Audience: Any Employee  
Course Number: 4037–0301  
Register By: 10/9/04 Cancellation Deadline: 10/18/04  
Selection Verification Date: 10/12/04 Cost: \$77.00  
Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

# COURSE

# A N N O U N C E M E N T

OCTOBER 2004  
– JANUARY 2005

KNOXVILLE

## TAKING TIME FOR MAKING TIME

October 8, 2004

8:30–12:30

Audience:

Any Employee

Course Number:

4126–0039

Register By: 9/21/04

Cancellation Deadline: 9/30/04

Selection Verification Date: 9/24/04

Cost : \$145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And, then, of course, we feel guilty for missing the event and resolve to do better next time. But good time management skills can be learned.

*Taking Time For Making Time* is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.